

MANAGEMENT OF THE CONTEXT, INPUT, PROCESS, OUTPUT, AND OUTCOME, AS AN EFFORT OF TRAINING QUALITY INSURANCE IN LATSAR (BASIC TRAINING) FOR CPNS (PROSPECTIVE CIVIL OFFICER) IN THE BPDSM (HUMAN RESOURCES DEVELOPMENT AGENCY) OF THE BALI PROVINCE IN 2021

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ABSTRACT

Demand of graduates qualities which accordance to the ASN (Government sivil officer) competencies can not be delayed. Quick social changes due to advantages of technologies and strict global competition requirement for competence civilian Officer to adapt its' input, process, product, outcome to the needs of Balinese Government. Training Management as solution to overcome this trigger. Training Management of empowering context, input, process, product, outcome are expected to fulfill Balinese Government mission to serve public better.

This research was done at three training location BPDSM (Human Resource Development Agency) in Bali, to explain the Latsar training management in relating to fulfill Balinese mission government "Nangun Sat Kerthi Loka Bali ". By applying qualitative approach using multi-site study design and modified analytic induction method, obtained theoretical conclusion about Training management of empowering Training locations' context, preparing training input, running teaching and learning, handling output, and gathering and reflecting information of training outcome in all research sites.

Keywords: management, environment, input, process, product, outcome.

INTRODUCTION

The world was hit by the Covid 19 pandemic, all life aspect experienced volatility, quickly change, turbulent, unstable and unpredictable. No one can predict that 2020 and 2021 will be the worst years for almost all business sectors in the world. The future is full of uncertainty. Where the modern world is more complex than ever. Problems and their consequences are more layered, intertwined and interrelated. Governance views that adaptation of state administration practices which should be dominated by the government or state role, should be more distributed to state or government actors outside the government. All of these conditions cause more environmental ambiguity, obscurity, and misunderstanding. Every situation can rise many interpretations and perceptions. (Suwarno, 2021)

The Bali Government under the leadership of Mr. Dr. Ir. Wayan Koster, MM., and Mr. Dr. Ir. Tjok Oka Artha Ardhana Sukawati, M.Sc. carries the vision of "Nangun Sat Kerthi Loka Bali" through the Universal Development Pattern Planning Towards a New Era of Bali. This vision is pursued through 22 Bali Development missions which are the direction of the Bali Development policy as the implementation of the Planned Universal Development Pattern, namely:

- a. Ensuring the fulfillment of the basic needs in sufficient quantity and quality for the life of Balinese Krama.
- b. Realizing food self-sufficiency by increasing agriculture value and competitiveness and improving farmers' welfare.
- c. Developing affordable, equitable, fair and quality public health services by implementing of a sub-district-based system and database of Krama Bali health history.
- d. Ensuring the availability of affordable, equitable, fair and quality educational services and implementing 12-year compulsory education.
- e. Developing a Hindu religious-based primary and secondary education system in the form of Pasraman in Pakraman/Indigenous Villages.
- f. Developing highly competitive human resources both in quality and integrity which also have strong professional, moral and identity that are developed based on the values of local wisdom of Krama Bali.
- g. Developing a comprehensive and integrated social security system for the life of Balinese Krama from birth, grow and develop until the end of their life.
- h. Producing competent, productive, qualified and highly competitive workforce and expanding access to job opportunities both domestic and abroad.
- i. Developing a comprehensive, accessible, quality, and integrated social security and labor protection system for Balinese Krama who work both at domestic and abroad.
- j. Advancing Balinese culture through increased protection, guidance, development and utilization of traditional values, religion, traditions, arts, and Balinese culture.
- k. Developing Balinese Krama life in a real and abstract manner based on Sad Kertih's philosophical values, namely Atma Kertih, Danu Kertih, Wana Kertih, Segara Kertih, Jana Kertih, and Jagat Kertih.
- l. Strengthening the position, duties and functions of Desa Pakraman/Traditional Villages in organizing Balinese life manners which includes Parahyangan, Pawongan, and Palemahan.
- m. Developing new tourism destinations and products based on culture and in favor of the people that are integrated between regencies/cities throughout Bali.
- n. Increasing Bali tourism promotion both domestic and abroad in synergy between regencies/cities throughout Bali by developing new innovations and creativity
- o. Improving the quality standard of tourism services comprehensively.
- p. Building and developing new economic centers in accordance with the potential of districts/cities in Bali by empowering local resources to support economic growth in a broad sense.
- q. Building and developing small and medium-sized industries based on Bali culture branding to strengthen the economy of Krama Bali.
- r. Increasing integrated infrastructure development (land, sea and air) as well as inter-regional connectivity to support economic development access and quality of public services in Bali.
- s. Developing an integrated security system that is supported by human resources and adequate infrastructure to maintain regional security and Balinese manners as well as tourists safety.
- t. Realizing a democratic and just Balinese Krama life by strengthening legal culture, political culture and gender equality by taking into account Balinese cultural values.
- u. Developing a Balinese manners of life by organizing a green, beautiful and clean environment.

- v. Developing an effective, efficient, open, transparent, accountable and clean regional governance system and improving integrated public services that are fast, sure and inexpensive.

In line with the Bali Development Vision and Mission 2018-2023 direction as the implementation of a planned universal development pattern the programs priority covers five areas: Field 1 (Food, Clothing and Boards), Field 2 (Health and Education), Division 3 (Social Security and Employment), Field 4 (Customs, Religion, Traditions, Arts and Culture) and Field 5 Tourism.

The Latsar activities in 2021 have so many challenges, both from the input process and outcome environments to create good and clean governance, which is a must in the current reformation era. Various efforts have been made to realize this necessity, however the implementation is still not as expected. This is indicated by the number of public complaints about the poor service of the government apparatus, for example: (1) the rise of corruption cases as a reflection of inefficient governance; (2) the number of neglected physical facilities development programs, as a reflection of the ineffectiveness government wheels ; (3) the tendency to carry out tasks that are more rule driven and carry out routine obligations, as a reflection of the lack of creativity innovation; and (4) the complaints from the public because they are dissatisfied with the service quality of the apparatus, as a reflection of poor service delivery. In managing Latsar activities in 2021, BPSDM Bali Province must harmonize the three phenomena above to be able to meet the needs of stakeholders in order to produce ASN who are able to display optimal performance as state apparatus in providing excellent service in carrying out the mission of Nangun Sat Kerthi Loka Bali, especially to the Bali community.

Based on the research context, this research will focus on efforts to explain the management of Latsar activities in 2021 as follows:

1. How will Latsar activities in 2021 empower the environment to produce graduates in accordance with the needs of stakeholders?
2. How will Latsar activities in 2021 provide the input needed by the Bali BPSDM to produce graduates in accordance with the needs of stakeholders?
3. How will the 2021 Latsar activities carry out learning to produce graduates in accordance with the needs of stakeholders?
4. How will Latsar activities in 2021 manage output according to stakeholder needs?
5. How will Latsar activities in 2021 collect and reflect information on outcomes for the survival of BPSDM Bali in accordance with the stakeholders needs?

METHOD

This study used a qualitative approach. In the field of education and training, the qualitative approach is often referred to as naturalistic research. With this approach, Latsar activities in 2021 were observed in their entirety and naturally events in three research locations of the Bali Province BPSDM.

This research is classified as a multi-site study design with a modified analytical inductive method (Bogdan & Biklen, 1982) with the following steps. First data collection was carried out several times on the first background or site. The results were then analyzed, resulted in a provisional theory regarding the 2021 Latsar actualization report based on the details of the research focus. Then data collection was carried out on the second background or site. The results were then analyzed and compared with or used to expand the provisional theory of data collection in the first setting. Thus, another provisional theory was obtained, but it was broader about the report on the actualization of Latsar in 2021. Then data collection was

continued in the third setting, the results were analyzed, compared with or used to expand the provisional theory generated from data collection in the first and second settings. Thus obtained a theory with a wider generalization.

Data were collected using in-depth interviews, participant observation, and documentation study. These are three basic techniques commonly used in qualitative research (Bogdan & Biklen, 1982). Qualitative research data are the words and actions of people that enable the researcher to capture language and behavior. During data collection, field notes were made in order to collect data and reflect on the data (Bogdan & Biklen, 1982).

Research informants were selected using a purposive technique. People who know about the focus of the problem in depth and could be trusted as data sources. And this technique was combined with the snowball sampling technique (Miles & Huberman, 1992) namely asking the first or previous informant to indicate other people who can be used as the next informant. The data sources in this study were the 2021 training program participants as key informants, mentors for the 2021 training sessions, Coach for the 2021 training sessions, Trainer (Widyaiswara) and BPSDM Bali staffs who were involved in the 2021 training sessions.

The data that had been collected through various techniques were then checked for validity using the criteria recommended by Lincoln & Guba (1985), namely (1) credibility by continuous observation, peer discussion and member checks, (2) transferability by providing a detail description about the research findings, (3) dependability by asking several auditors to audit it, and (4) confirmability, namely the research assessment results by experts.

After checking, the data was then analyzed. There were two kinds of data analysis carried out, namely (1) on-site analysis, and (2) cross-site analysis. Analysis of the data on the site is the analysis of data for each Force used as a research site. The analysis begins at or at the same time as the collection, that is, after four or five times of data collection. Meanwhile, cross-site data analysis is the integration of the findings from several research sites. In accordance with the research method stated above the analysis was carried out using a modified analytical inductive method.

RESULTS AND DISCUSSION

Results

Based on the data analysis, the research results are formulated in the form of propositions as follows; a) The financial capacity and understanding of Latsar activities affect the support of the city/district government on Latsar education. b) Stakeholder/local government trust in BPSDM Bali is influenced by the accommodation of demand for transfers, innovation in actualization plans in improving performance and services at the place of assignment for Latsar participants which are part of the process and product of the Latsar training. c) The BPSDM Bali development is influenced by the quality and innovation power of the BPSDM Bali Leader, Widyaiswara, Staff, and Quality Assurance committee as well as the attention of the Bali government to the Bali BPSDM. d) The prior participants competence, the support from the assigned institution, the learning process, the competency of the Widyaiswara and the mentor's capacity affect the quality of the process and learning outcomes of the Latsar participants. e) Preparation of the Latsar Activity Plan involved all stakeholders to produce a training plan; curriculum according to the standards, processes and standards of assessment as well as the advantages of each district cities in the Bali. f) The learning facilities completeness and infrastructure at the Latsar location is an optimization of the partnership between BPSDM Bali with the hotel greatly affects the quality of Latsar learning. g)

Integration between theoretical abilities and participants' practical actualization abilities is influenced by a good cooperation between coaches, mentors and participants, infrastructure owned by the training venue and the institution where participants work, the agreement between BPSDM Bali and the participating agency. i) The existence of a mutually beneficial partnership between BPSDM Bali and Latsar participants institution will make Latsar graduates ASN who able to perform competence according to the their profession and position needs. j) The Latsar participants ability to carry out and report actualization results is the beginning of success in gaining the their mentors trust in their work place. k) The actualization evaluation report conducted openly either online or face-to-face offline is a very inspiring promotional event for training participants and mentors in implementing the accountability values , nationalism, public ethics, quality commitment and anti-corruption (ANEKA) in their respective places of duty. l) The existence of a comprehensive plan for each Latsar activity, causes the Latsar confidence graduates to be able to work optimally according to the their institution needs. m) The existence of continuous communication after the Latsar implementation provides confidence for Latsar graduated ASN to produce the best performance for the work institution .

DISCUSSION

Viewed from education management, the Latsar Management Activities in 2021 produce ASN who are able to apply the ANEKA values is part of the management of training education that is specifically applied to Latsar training in accordance with Perka LAN no. 1 of 2021, and the Decree of the Head of Lan no. 93/K.1 /PDP.07/2021 regarding guidelines for the implementation of Basic Training for Civil Officer Candidates. The Latsar management training is very unique because of the covid 19 pandemic and the demands for conformity with the actualization plan with the mission of the Sat Kerthi Loka Bali to build Bali in the future or the New Era of Bali.

The financial capacity and understanding of Latsar activities affect the support of the city/district government on Latsar education due to the covid 19 pandemic almost all cities/districts in Bali experienced a budget deficit because the regional opinion was largely from the tourism sector. The budget has also been depleted for tackling covid 19 so it is difficult for city districts to allocate funds for the implementation of Latsar for prospective civil officer serving in Bali. On the other hand, the staff's incomplete understanding of fatal consequences that will be faced by ASN who do not participate in Latsar within 1 year. This situation definitely considers and empowers all resources effectively and efficiently to produce creative, innovative and highly competitive staff performance and ready to serve the public. This finding is in line with the opinion of management experts such as Hitt, Duane & Hoslisson (Xaviery, 2007), who see that one of the strategic inputs for a company's progress is to form a concept based on human resources for a high profitability.

The development of BPSDM Bali is influenced by the quality and innovation power o of BPSDM Bali leader, Widyaiswara, Staff, and Quality Assurance committee, as well as the attention of the Bali provincial government to the Bali BPSDM. The Latsar participants prior competence, the support from the assigned institution, the learning process, the competence of the Widyaisawara and the mentor's capacity affect the quality of the process and learning outcomes of the Latsar participants. The preparation of the Latsar Activity Plan involved all stakeholders to produce a curriculum training plan according to content standards, processes and assessment standards as well as the advantages of each district and city in the province of Bali. All of this is in line with the findings of Muyasa (2007: 50) that the purpose of fostering good relations with facilities providers, competence will increase the learning

quality, student growth and the life quality and community. The main consequence head training center ability must be able to make decisions based on the environment, the wider community needs or educational stakeholders (Chan & Tuti. 2005). Organizational ability adapted is very challenged from the adaptability of individuals involved in managing the organization (Suwarno, 2021)

The integration between the theoretical and actual ability to realize the participants practice is influenced by the a good cooperation between the coach, mentor and participants, the infrastructure owned by the training place and the institution where the participants work, the agreement between the Bali BPSDM and the participants agency regarding the timing and workload given by the participant's supervisor during the training. The data shows that to produce ASN who are able to implement ANEKA values, it is not only measured by theoretical ability, but will be formed by the organization to respond to the current VUCA conditions with an adaptive culture, cultural mission, clan culture, and bureaucratic culture because it will be carried out when on and off campus. (Suwarno 2021).

The existence of a mutually beneficial partnership between BPSDM Bali and the Latsar participants institution will make Latsar graduates ASN ready to perform competence according to their profession and position needs. The ability of Latsar participants in implementing and reporting the actualization results is the beginning of success in gaining the trust of their mentors in their place. The competent training graduates in accordance with their duties and positions at the place of duty are the pride of BPSDM, and also the dream of the institution training participants. In today VUCA (viletail, uncertenity, complexcity, ambigu) conditions graduates are waiting for the savior of the institution because technologically the Latsar participants 2021 includes ASN with artificial intelligence (AI) capabilities, Internet of Things (IoT). This is in line with Safitri's opinion in Suwarno (2021) ASN graduates of this training will build an adaptive culture, which is an organizational culture in which employees accept changes, including rescue organizations that maintain the environment and continuous improvement of internal processes in Safitri (2019). On the other hand, BPSDM Bali has an obligation to promote its graduates in front of other participants and mentors so the participants will grow their confidence from both the training participants and the sending institution leadership or mentor to continue to receive guidance in their place of duty. As suggested by Abdulrachman and Suryosubroto, 2004 that public relations are activities to instill and obtain aspirations, sympathy, understanding, good will, trust, appreciation, support from the public; an agency in particular and society in general to improve employee performance.

The existence of continuous communication after the implementation of the Latsar provides confidence for ASN to always produce the best performance for the institution where they work. This is in line with Charters & Jones (in Hendarman, 2002), that every change in the education sector should be followed by an effort to observe various operation forms in the field as a follow-up and implications of the policy. In order to properly manage all the resources involved must: (1) show an attitude of generosity and perspective "supporter" who finds pleasure in extending relationships beyond meeting needs or requirements; (2) based on trust; (3) support for common goals; (4) fellowship that is forged with honesty; (5) balance; and (6) beauty where the spirit of management is an artistic flow that gives each participant a sense of recognition and relaxation. (Chip R Bell, 1997). The Education and Training Agency are not a self-sufficient institution, especially in today's open world, so cooperation in the form of partnerships is needed to meet the demands of the work world. With management cooperation the available resources will complement each other so that there is efficiency in the education management (Tilar, 2000).

Overall, the results of this study complement the theory of policy application of the training management model with the work world is a model for applying the creative policies of the BPSDM Bali head in empowering the environment, providing input, implementing learning, managing products and collecting and reflecting on outcome information for Latsar graduates.

CONCLUSION OF SUGGESTIONS

Conclusion

1. Environmental empowerment in the form of the financial capacity and understanding of Latsar activities affect the support of the city/district government on Latsar education. Stakeholder/local government trust in BPSDM Bali is influenced by the accommodation of demand for transfers, innovation in actualization plans in improving performance and services at the training center participants' assignments which are part of the training process and product.
2. Provision of input determines BPSDM Bali development, such as the quality and innovation power of the BPSDM Bali leader, Widyaiswara, BPSDM Bali staff, and the Quality Assurance committee in the preparation of the Latsar Activity Plan by considering the advantages of the district city, optimizing partnerships with the hotel where the training is held, as well as attention the provincial government of Bali to the BPSDM of the Bali province. The initial competence of the Latsar participants, the support from the institution where they are assigned, the learning process, the capacity of the mentors affect the quality of the process and learning outcomes of the Latsar participants.
3. The implementation of learning to produce graduates is an integration between theoretical abilities and the ability to actualize participants' practice, which is influenced by the good cooperation between widyaiswara, coaches, mentors and participants, the infrastructure owned by the training place and the institution where the participants work, the agreement between BPSDM Bali and the sending agency participants about the time and workload arrangements given by the participant's supervisor during the training.
4. The output manager in the form of an actualization report carried out openly either online or face-to-face offline is a very inspiring promotional event for training participants and mentors in implementing ANEKA values in their respective places of work to produce maximum performance.
5. Collection and reflection of information on outcomes for the survival of BPSDM Bali in accordance with the needs of stakeholders, it is necessary to evaluate the impact of Basic training related to the commitment to implementing ANEKA values, innovation results and subsequent competency needs because changes in the demands of the world of work are very complex and change very quickly

Suggestion

Based on the conclusions above, it is suggested as follows:

- 1). BPSDM Bali head should:
 - a. Understand the principles, values, basic concepts and management practices of Basic Training, continue to expand and optimizing partnerships with all prospective Latsar participants, strengthen ICT-based management, as well as develop entrepreneurial competence and increase transparency in the management of Latsar.
 - b. Provide briefing to coach mentors and examiners so that the on-campus training process and quality assessment are in line with the expectations of mentors and Latsar participants.

- 2). Widyaaiswara should improve the quality of academic and professional services in learning and guidance in the preparation of plans and actualization reports so that ANEKA scores are maximally implemented in the participants' assignments.
- 3). The Quality Assurance Committee should carry out quality assurance of training from the planning, the process, results and submit quality assurance reports to those involved in activities to improve the quality of training on an ongoing basis.
- 4). Training participants should commit to maintain the quality of preparation such as; Health facilities, cooperation, response to the demands of learning during training both on campus and off campus.
- 5). Other researchers, further research should be carried out to reveal more deeply about the management of Latsar training in terms of other focuses or carry out the same study in other settings, which have different characteristics from this research site.

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